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THE ROLE REACTION MODEL AND SOME CONFIRMING EVIDENCE.(U)
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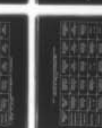
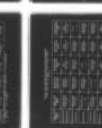
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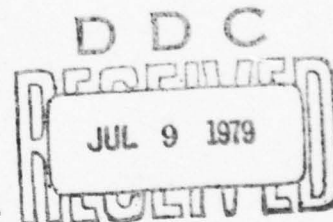
TECHNICAL REPORT NUMBER 121
THE ROLE REACTION MODEL
AND SOME CONFIRMING EVIDENCE

BY

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ABSTRACT

A model is presented to succeed the Response to Power Model. It posits the existence of two distinctly different components for each of the four manipulative roles; authoritarianism, permissiveness, rebelliousness, and ingratiation. The interactive component results from direct positive reinforcement of existing behavior, representing an effort to effect harmony. The counteractive components result from conflicts in needs and are directed toward efforts to force a change in the partner's behavior.

The similarity in overt behaviors and differences in purpose of these two components has done much to confuse the leadership field. This model reconciles the paradox of the opposing viewpoints of behavior modification and humanism. This shows how both dynamics are operating simultaneously.

Research results are reported to support the hypotheses presented by the model. Directly induced role changes in the other dyad member are still only minimal. There is very strong confirmation, however, for the actor's acquisition roles which are related to his perception of the target person. In all areas, these fit the hypotheses posed by the model.

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THE ROLE REACTION MODEL
AND
SOME CONFIRMING EVIDENCE

Abstract

A model is presented to succeed the Response to Power Model. It posits the existence of two distinctly different components for each of the four manipulative roles; authoritarianism, permissiveness, rebelliousness, and ingratiation. The interactive component results from direct positive reinforcement of existing behavior, representing an effort to effect harmony. The counteractive components result from conflicts in needs and are directed toward efforts to force a change in the partner's behavior.

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An earlier form of this paper entitled "Role Reaction Model" was delivered to the United States Military Academy at West Point, 1973.

ROLE REACTION MODEL *

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Background

A great deal of concern and research is being directed toward determining what are desirable characteristics and behaviors to be employed in the supervisory process. The original research by Lewin, Lippett, and White (1939) is still reverberating in the circles of social scientists who are endeavoring to get a clearer picture of functional roles to implement this process.

McGregor (1960) suggested that many of the differences in the style of supervision can be attributed to the different values which the supervisor holds and the different assumptions which he makes concerning his subordinates. These insights coupled with those furnished by Likert (1961), Blake (1965), and Fiedler (1964) have provided the field of management development with a number of models against which to compare results and from which to draw inferences concerning reasons for success and a lack of success of the numerous innovations and practices being tried.

In spite of this rich spectrum of inputs there has been surprisingly little progress made in developing a comprehensive system of explaining or prescribing man's behavior as a superordinate. Sweney (1970) suggests that this failure is largely due to a lack of sensitivity of these models

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to contingencies afforded by the roles played by subordinates. In spite of the studies of subordinates behaviors by Mechanic (1964), Zaleznik (1965) or even Leary (1957) there had not been a model presented which incorporated both subordinate and superordinate roles into the same system.

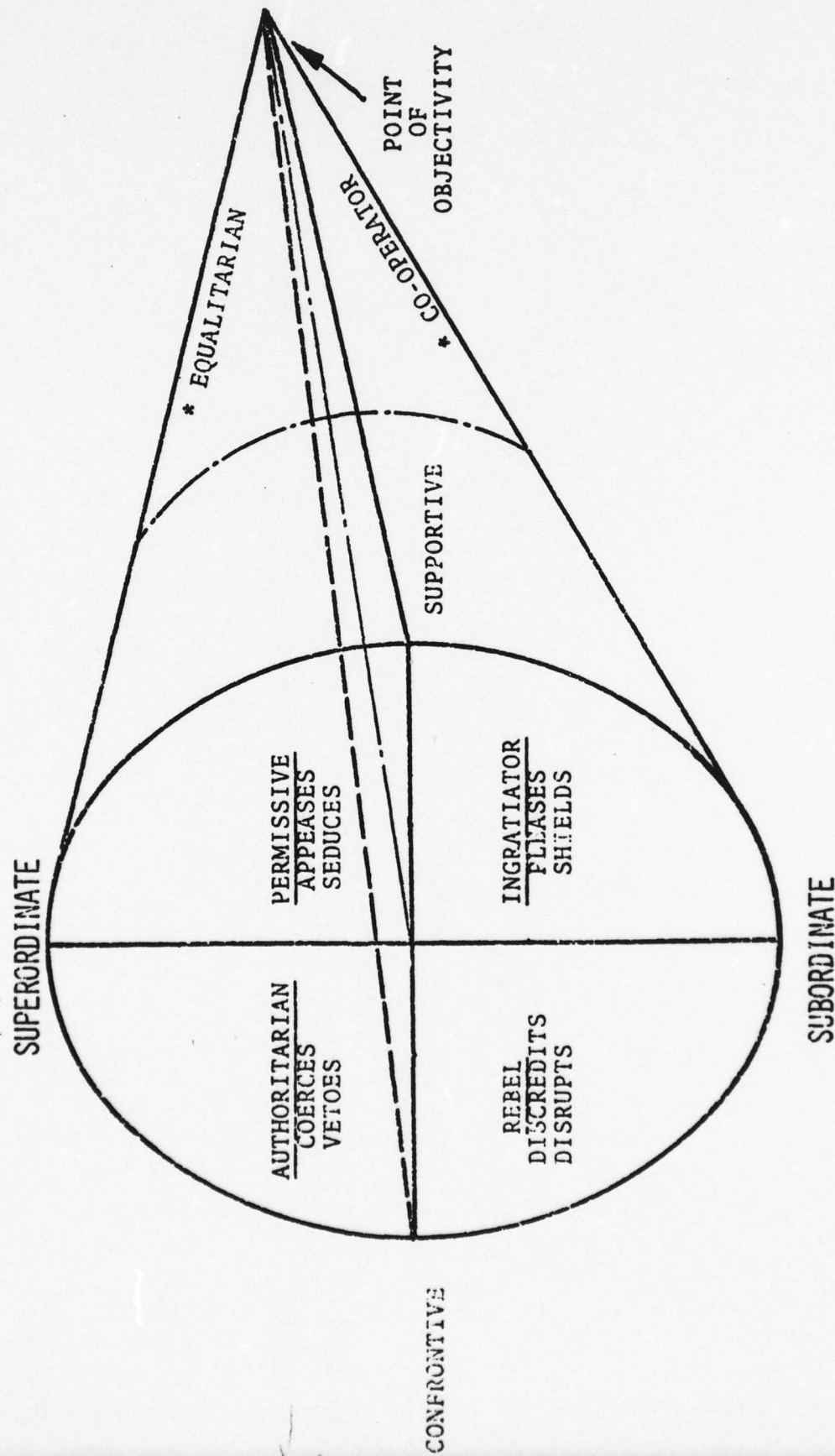
In 1970, Sweney presented the Response to Power Model as the foundation system upon which to build more complex views of subordinate-superordinate relationships. The model illustrated in Figure 1 suggests that because of the inevitability of conflicting values concerning confrontation and supportiveness, there is great room for individual interpretations concerning the appropriateness of various roles on both the subordinate and the superordinate levels. Resulting from this conflict, six distinct roles emerge; the authoritarian, the equalitarian, the permissive, the rebel, the cooperator-critic, and the ingratiator. These roles have functional relations to each other within an individual but also prescribe the nature of the hierarchical relationships between individuals in an organization.

To implement research, instruments were developed to measure these roles by self report or by ratings of the significant others in the relationship. The Response to Power Measure (RPM) was developed to measure self reported attitudes and values which were central to the preference for each of the six roles. The Supervise Ability Scale (SAS) utilized a forced choice format of the 30 situations to determine the role pressure or social desirability which the respondent felt for each of the three superordinate roles. The Responsibility Index (RI) was constructed in the same way to measure role pressure toward three subordinate roles.

RESPONSE TO POWER MODEL

Figure 1

SIMPLE PERSPECTIVE



Two rating scales were developed to measure perceptions of others. The Supervisor Role Rating (SRR) is directed toward recording the subordinate's view of his superordinate in terms of authoritarianism, equalitarianism, and permissiveness. The Subordinate Behavior Rating (SBR) provides the superordinate a format for rating his subordinates in terms of their roles as rebels, critics, and ingratiators.

The success of these tests are reported in a number of presented papers, technical reports, and journal articles awaiting publications. Some of these are recorded in the bibliography accompanying this paper.

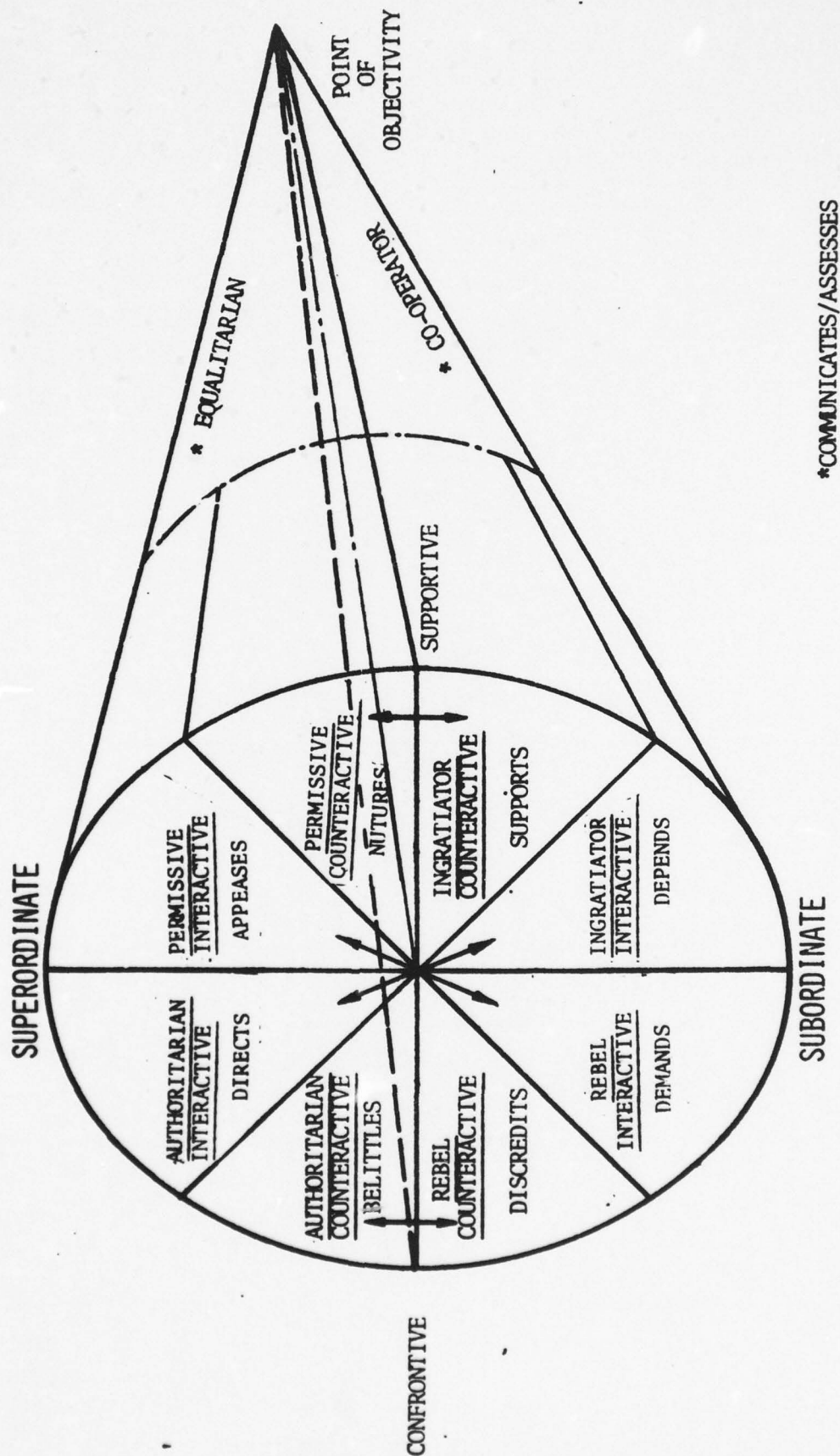
The Development of the Role Reaction Model

For the last two years one of the focal study areas for the Center for Human Appraisal and Communication Research has been the understanding of the superordinate-subordinate relationships utilizing the Response to Power Model (RPM). During this period of time, many of the a-priori hypotheses have been supported by sufficient levels of significance to effectively retire them as further areas of research. The area of perceptions is one of these. The report by Sweney, Zauner, Weber, and Fiechtner (1973) provides data indicating that a large amount of variance associated with perceptions of both superordinates and of subordinates can be explained by the Response to Power Model directly to the role needs exhibited by the perceiver.

The finding on treatment effects of various roles, however, by either superordinates or subordinates has not yielded sufficiently large correlations utilizing model perceptions. It would appear that the simple roles as designed by the RPM, SAS, and Ri are either not crucial to the interaction

ROLE REACTION MODEL

Figure 2



*COMMUNICATES/ASSESSES

or are too complex to properly identify sources of influences of one level upon the other. The initial results reported in the first study showed a low, but replicated pattern indicating a relation between authoritarianism and ingratiation, permissiveness and rebellion. With the improvement of the instruments, however, these relationships decreased rather than increased, providing correlations which are now below the level of significance.

Assuming that superordinate and subordinate's feelings and attitudes would have some effect upon each other, it becomes clear that the model utilized is insufficiently articulated to demonstrate the effects. Re-enforcement theory would support the findings of the first study, humanistic theory, however, would suggest that the opposite results, i.e., authoritarians and rebellion would be associated and permissiveness and ingratiation would have a positive correlations. The RPM model as it stands does not identify the motivational components involved in the role behavior sufficiently well to differentiate the kinds of relations involved. Sweney (1972b) suggested that the Role Reaction Model as a possible successor to the RPM and a more appropriate perspective for viewing basic interactions between people.

The model assumes that all four of the manipulative roles are differentiated into two motivational components. One is based upon the re-enforcement theory and represents the long-term interaction between individuals. The other is based upon dissonance theory and measures the short-term efforts to change the role of an opposing organizational member. The long-term symbiotic relationships have been identified as the "interactions" and conflict element has been identified as the "counteraction". Figure 1 illustrated the RPM model and Figure 2 indicates the modifications necessary to study the treatment effects of individuals upon each other.

The Role Reaction Model is, therefore, presented here as a basically more advanced method for studying other interactions of individuals in an organization.

Instruments

A battery of instruments is already available to measure constructs from the Role Reaction Model. These instruments parallel in their construction to the RPM series. The Role Reaction Test (RRT) is a self report role preference opinionnaire which measures ten roles presented. The Superordinate-Subordinate Reaction Test is available in both "subordinate" and "superordinate" forms. On these instruments, the respondent indicates how he would react to his superordinate to a particular subordinate. The five superordinate roles are measured by the one form and the five subordinate roles by the other. The forced choice format yields role pressure responses and can also be used to measure role flexibility.

The Subordinate's Motivation Rating (SMR) and Supervisor's Purpose Rating (SPR) were developed to measure the perceptions by one person of the role motivations of another. Thus SMR is the ratings by the superordinate of the subordinates' five subordinate roles. The SPR is the ratings by the subordinate of his superordinate's five roles.

Interpretations of Scales

General:

The scales on the Role Reaction Model must be interpreted in terms of the motivations of behavior instead of the behaviors themselves. The role behaviors provided by the RPM model are divided into special areas which illuminate the reasons which the individual brings to the role selection process.

In many cases the difference between interactive roles and counteractive roles pivots upon the question of whether they are perceived to have short-term or long-term values. The interactive roles corresponds to the symbiotic relationships described in the Response to Power Measure which are determined by long-term re-enforcement patterns. The counteractive roles are established to pre-empt change in the other party of the relationship so that a more functional interactive role is possible.

Authoritarian Counteractive: The primary motivation behind this role is the defense of one's right to hold power and to exercise it arbitrarily. This is often generated to counteract the influence of rebellious subordinates who are seeking power or trying to avoid obligations. The behaviors which are associated with the role include belittling, punishing, blaming, and other forms of overt hostility. The superordinate who utilizes this role seems to be willing to sacrifice the subordinate's motivation in order to gain the subordinate's fear and "respect". He is engaging in a power struggle with his subordinate and utilizes every opportunity to demonstrate his strength and their lower status. This role may have useful aspects in limiting dissension but probably will establish an atmosphere of greater dissension. The implication of the role is that the superordinate and the subordinate are engaged in a zero sum game to divide up power and obligation. In this game the superordinate is trying to insure that he retains power and delegates obligation. Although it has a high emotional quality, the superordinate who utilizes this role tends to re-enforce his demands through formal rules and regulations and calls upon his organizational power rather than his leadership skill. This can generate a rebel counteractive role in his subordinates.

This subordinate is trying to avoid what he considers to be excessive demands and to obtain as much power as he can over his own life and job. These demands for power over decisions and options may be considered to be unrealistic by both his peers and his boss and may actually be unnecessary for the successful completion of his job and obligation. Her perceives that by stressing the system, he can prevent future demands upon himself that he can being to control his boss' behavior.

Authoritarian Interactive: The motivation behind this role seems to be the desire to provide structure, organization, and direction to his subordinates whom he perceives to be dependent (ingratiator interactive). He would corresponds to what Biedler has called the "direct supervisor", and Likert has described as the benevolent autocrat. This superordinate assumed that high competency differences exist between himself and the subordinates. He perceives that it is his inputs that are critical instaad of theirs and that considerable structure is necessary if tasks are to be properly executed.

This role can be interpreted as a long-term orientation, re-enforced by the dependency of his subordinates. It also tends to re-enforce dependency behavior on the part of his subordinates. It leads to the establishment of systems whereby subordinates check all of their questions with their superordinates and in which he retains the right to amake all decisions. This role reduces the subordinate's "freedom to fail" but at the same time reduces the "opportunity to fail" because of the superordinate's close direction. In this role, the superordinate uses covert methods to establish the subordinate's own incompetencies and at the same time generates an illusion of the boss' higher competency. The zero sum game relationships exists with tacit agreement that the superordinate is expected to win.

Equalitarian: Because the equalitarian role is non-manipulative, it does not require a response to any particular subordinate role. As a result, the equalitarian role for this model corresponds to the equalitarian in the RPM model which states that somewhere between the authoritarian and the permissive lies the proper mix of management which has generally been characterized as "Theory Y" or equalitarian management.

Participative or equalitarian managers, seemingly, have adequate control of himself in most situations. He is not threatened by the persons in his employ or who work for him, and he administers his duties in an impersonal but effective manner. He, thus tries not to underestimate them nor to overestimate them. He properly assesses their capacities and their strengths and weaknesses and works with them as he would work with other resources in the work environment. He is secure without being cocky or over-confident. His concern about his employees is directed toward insuring their effective-
ness on a temporary or a ^{permanent} basis in spite of negative aspects in the work environment. He perceives that he is interested in the company as a whole and his enthusiasm is transferred to his workers without any conscious manipulation on his part to motivate them or encourage them. He is motivative because he himself is motivated, and hence has no difficulty in communicating it to others. Interestingly enough, the participative or equalitarian manager is not necessarily highly friendly or personable.

The equalitarian is comfortable to work for because he removes personality from the work situation and operates with people in a matter-of-fact manner. He is solution-oriented rather than blame-oriented, when a problem arises. He tends to look for solutions rather than for persons to blame. Remedying

the situation to him is more important than determining where the blame lies. His effectiveness as a manager is not derived from any perceived strength or friendliness. It is derived from the fact that he is perceived as being competent and capable, that he is not easily hurt, and that he is available to the direct communications of his subordinates. He is not shielded from the truth nor is he expected to accept something other than the truth as is true in the case with the permissive manager. The eased flow of communication of the participative manager and his subordinates has much to do with the effectiveness of his particular role in the management process.

Permissive Counteractive: The motivation behind this role is the generation of a positive climate in which the subordinate will become less dependent and take over greater control of his own job. This role is utilized with the supportive but dependent (ingratiator counteractive) subordinate whose willingness is already demonstrated but who feels that he might offend his boss by making decisions.

This role provides a "freedom to fail" but also "opportunities to fail" by not providing structure which the subordinates needs. It often provides the power vacuum in which the decision process is not assumed by either party. The effort not to interfere (and hence demotivates) leaves the subordinate dependent upon his own resources when he may need real help. Hence the spirit of good will frequently does not compensate for the lack of direction.

In the long run this mode of behavior can lead to other more functional patterns. The dependent subordinate can find his own strength and become more self defective (critic or rebel). The counteractive permissive can then himself assume other roles which require less supportive behavior.

Permissive Interactive Role: The primary motive of the permissive interactive role is the need to decrease the power conflict with subordinates through appeasement acquiescence and unrealistic bribery. This role is usually a response to demanding rebellious subordinates and it tends to re-enforce this kind of behavior. The interactive permissive provides a climate for upward communication of obligation and a downward flow of power and opportunity. In cases where the superordinate is less qualified in technical areas than are his subordinates, this role might have actual utility. In most cases however, it weakens the superordinate and fails to motivate the behavior of the subordinate.

The interactive permissive tends to be anxious, indecisive, and unable to make clear-cut decisions. As a result, he vacates these functions in favor of his subordinates and rationalizes his behavior as being democratic and supportive. Usually he has a higher need for harmony than his subordinates and as a result he is willing to negotiate with them when the relationship becomes contentious. He hopes to gain voluntary support by giving away his formal authority. This usually fails in this objective and in the process he demotivates rather than motivates his subordinates.

Rebel Counteractive: The motivation behind this role seems to be the need to constrain the power of autocratic bosses. He tends to discredit his superordinate and to foment dissension among his peers. He is confrontive in emotional ways but is less interested in obtaining constructive change than in maintaining conflicting relations with his superordinate. Since this role is highly dysfunctional in organizations, it probably is either a transitory one or has to become covert with the passage of time.

This kind of rebel doesn't establish a productive relationship with his superordinate and usually increases the need for authoritarian counter-active behavior on his boss' part. It generates a power conflict which intensifies the confrontive behavior of both parties. This role can be of value for a short-term confrontation, but usually exacerbates the deteriorating relationship between a superordinate and his subordinates.

Rebel Interactive: The motivation behind this role seems to be the desire to establish downward flow of power and decisions. The subordinate in this role assumes that his boss does not want to make decisions or can not make them because of incompetency. He, therefore, utilizes this perceived weakness to gain power for himself. The occupant of this role finds that if he complains, concessions will be made. He thus becomes positively re-enforced for his confrontive behavior and he establishes a long-term relationship with a permissive interactive boss. He tries to project an image of an objective critic but his motivations are such that he is actually interested in power without obligation and hence the outcome of the transaction leaves him with less to do but with more power to make decisions.

Critic-Cooperator: The objective critic is non-manipulative and hence retains the same role regardless of his superordinate. For these reasons, his behavior in this model are precisely as that found in the RPM. He operates coordinately with a superordinate, shares responsibility and power, and is a source of honest criticism and feedback if his boss wishes this kind of communication.

The Cooperator-Critic interacts with a participative or equalitarian boss to provide a maximally motivative climate. He is solution-oriented and hence

spends very little time seeking problems or leveling blame. He directs most of his attention to the complex tasks which he is asked to perform and which he consciously seeks out for himself. He thus spends relatively little time in perfecting and polishing interpersonal relationships. He is confident of his own capacities and assumes that both his supervisors and coordinators have sufficient capacities to interact with him on a productive basis. He operates best in a situation where there is a minimal amount of maintenance synergy and a maximal amount of effective synergy (Cattell & Stice, 1950).

The cooperator-critic sometimes gives the impression of being cold and disinterested in other persons because he values and respects them too much to try to manipulate their feelings. He neither wishes to ingratiate himself nor to be purposelessly rebellious. For these reasons, the sensible superordinate seeks his counsel. His cool behavior influences the authoritarian or permissive superordinates to be less threatened, thus eventually less subjective.

Ingratiator Interactive: The motivation of this role seems to be the need for direction and structure from the superordinate and a desire to avoid having to make decisions. By establishing this kind of relationship, the subordinate does not obtain "freedom to fail" but does avoid many of the "opportunities to fail" which would come from his own lack of experience and expertise in making meaningful decisions. This subordinate is highly dependent and concerned about maintaining a positive but subordinate relationship with his boss. This kind of subordinate may be more competent than he appears but at the same time, recognizes his superordinate's needs to appear more competent he.

By subordinating himself and appearing dependent, he supplies ego support to his superordinate. A long-term relationship is established between the ingratiator interactive and the authoritarian interactive which is characterized by a downward flow of obligation and an upward flow of power. This constitutes the traditionally highly structured organization which is often functional when a high localization of power at the top is required.

Ingratiator Counteractive: The motivation behind this role seems to be the desire to reciprocate positive affect thus to encourage the permissive subordinate to make more decisions. This type of ingratiator boosts and supports his superordinate and also retains the positive reactions which he receives from the boss. The mutual admiration society which is established between the permissive counteractive boss and the ingratiating counteractive subordinate should have temporary implications since its purpose is to encourage the other to act more independently. Thus, eventually it should be replaced by another dyadic relationship such as a critic-equalitarian role or one of the other less functional systems. If the subordinate takes advantage of the relationship, the rebel-authoritarian interactive system could be established. If the superordinate regains his courage faster, the authoritarian-ingratiation interactive system could be established. Growth by both parties would yield the more desirable equalitarian critic relationship.

Summary

The model presented in this paper represents a refinement of the Response to Power Model which incorporates the motivation for assuming the simple role behaviors described by that model. It assumes that a component of each manipulative role is contingent upon the perceived role behavior of the other member of the superordinate-subordinate relationship. It thus serves as a basis for predicting the intersection which is most likely to occur.

Table 1: Role Relationships Within Titan Management
Dyads Based on Leader's Role Pressure (SSRT)
N = 62

Leader's Role	Subordinate's Perception of Leader	Leader's Role Preference	Perceived Role of Subordinate	Subordinate Role Preference	Subordinate Role Pressure
Authoritarian Counteractive	H Authoritarian Counteractive $r = .15$	H** Permissive Interactive $r = .45$	H** Rebel Counteractive $r = .66$	H** Rebel Interactive $r = .40$	H* Rebel Counteractive $r = .32$
Authoritarian Interactive	H** Authoritarian Interactive $r = .43$	H Permissive Counteractive $r = .19$	H** Ingratator Interactive $r = .45$	H** Rebel Counteractive $r = .58$	H* Ingratator Interactive $r = .25$
Equalitarian	H Equalitarian $r = .19$	H Equalitarian $r = .18$	H** Critic $r = .64$	H** Critic $r = .32$	H Critic $r = .12$
Permissive Counteractive	N Equalitarian $r = .09$	H* Permissive Counteractive $r = .22$	H** Ingratator Counteractive $r = .50$	H Ingratator Counteractive $r = .13$	H Ingratator Counteractive $r = .13$
Permissive Interactive	H Permissive Interactive $r = .18$	H** Permissive Interactive $r = .33$	H** Rebel Interactive $r = .39$	H* Rebel Counteractive $r = .23$	H** Rebel Interactive $r = .39$

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized
* = .05 level ** = .01 level

Table 2: Role Relationships Within Minuteman Management
Dyads Based upon the Leader's Role Pressure (SSRT)
N = 55

Leader's Role Pressure (SSRT)	Leader's Role Preference (RRT)	Subordinate's Perception of Leader (SPR)	Perceived Role of Subordinate (SMR)	Subordinate's Role Pressure (SSRT)	Subordinate's Role Preference (RRT)
Authoritarian Counteractive	H Authoritarian Counteractive $r = .07$	N Permissive Interactive $r = .15$	H** Rebel Counteractive $r = .66$	H* Rebel Counteractive $r = .27$	H Rebel Counteractive $r = .09$
Authoritarian Interactive	H Authoritarian Interactive $r = .14$	N Authoritarian Counteractive $r = .13$	H* Ingratiation Interactive $r = .24$	N* Ingratiation Counteractive $r = .26$	N Critic $r = .14$
Equalitarian	H* Equalitarian $r = .29$	N Permissive Counteractive $r = .08$	H** Critic $r = .52$	N Ingratiation Counteractive $r = .18$	N Ingratiation Counteractive $r = .08$
Permissive Counteractive	H** Permissive Counteractive $r = .34$	N Equalitarian $r = .10$	H** Ingratiation Counteractive $r = .39$	H Ingratiation Counteractive $r = .12$	H Ingratiation Counteractive $r = .08$
Permissive Interactive	H Permissive Interactive $r = .17$	H Permissive Interactive $r = .12$	H** Rebel Interactive $r = .51$	N Rebel Counteractive $r = .18$	H Rebel Interactive $r = .05$

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized
* _ .05 level ** _ .01 level

Table 3: Role Relationship Within Titan Management
Dyads Based on the Leader's Role Preference (RRT)
N = 62

Leader's Role Preference (RRT)	Leader's Role Pressure (SSRT)	Subordinate's Perception of Leader (SPR)	Perceived Role of Subordinate (SMR)	Subordinate's Role Preference (RRT)	Subordinate's Role Pressure (SSRT)
Authoritarian Counteractive	H** Authoritarian Counteractive r = .30	H* Equalitarian r = .24	H** Rebel Counteractive r = .40	H** Ingratiator Counteractive r = .53	H** Ingratiator Counteractive r = .50
Authoritarian Interactive	H Authoritarian Interactive r = .01	N Authoritarian Counteractive r = .17	H* Ingratiator Interactive r = .27	H** Ingratiator Interactive r = .39	N** Ingratiator Counteractive r = .39
Equalitarian	H** Equalitarian r = .29	N Authoritarian Interactive r = .12	H* Critic r = .25	N Ingratiator Counteractive r = .24	N Rebel Counteractive r = .18
Permissive Counteractive	H Permissive Counteractive r = .15	H Permissive Counteractive r = .16	N* Critic r = .25	H** Ingratiator Counteractive r = .60	N Rebel Interactive r = .23
Permissive Interactive	H** Permissive Interactive r = .33	H Permissive Interactive r = .13	N** Rebel Interactive r = .44	H Rebel Interactive r = .12	N* Rebel Interactive

H = Highest correlation as hypothesized by RRM Model; N = Not hypothesized
* _ .05 level ** _ .01 level

Table 4: Role Relationships Within Minuteman Management Dyads
Based upon the Leader's Role Preference (RRT)
N = 55

Leader's Role Preference (RRT)	Leader's Role Pressure (SSRT)	Subordinate's Perception of Leader (SPR)	Perceived Role of Subordinate (SMR)	Subordinate's Role Pressure (SSRT)	Subordinate's Role Preference (RRT)
Authoritarian Counteractive	H Authoritarian Counteractive $r = .07$	H* Authoritarian Counteractive $r = .29$	H Rebel Counteractive $r = .17$	H Rebel Counteractive $r = .07$	H Rebel Counteractive $r = .15$
Authoritarian Interactive	N Permissive Interactive $r = .24$	N Permissive Interactive $r = .13$	H Ingratator Interactive $r = .20$	H Ingratator Interactive $r = .08$	H Ingratator Interactive $r = .00$
Equalitarian	H* Equalitarian $r = .29$	N Permissive Counteractive $r = .13$	H* Critic $r = .24$	N Ingratator Counteractive $r = .14$	H Critic $r = .21$
Permissive Counteractive	H** Permissive Counteractive $r = .35$	H Not Permissive Counteractive $r = -.21$	H Ingratator Counteractive $r = .19$	N Ingratator Interactive $r = .06$	N Critic $r = .00$
Permissive Interactive	H Permissive Interactive $r = .17$	H Permissive Interactive $r = .16$	H Rebel Interactive $r = .05$	N Critic $r = .20$	N Critic $r = .05$

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized
* _ .05 level ** _ .01 level

Table 5: Role Relationships Within Titan Dyads
Based upon a Subordinate's Role Pressure (SSRT)
N = 62

Subordinate's Role Pressure (SSRT)	Subordinate's Role Preference (RRT)	Superordinate's Perception of Subordinate (SMR)	Perceived Role of Superordinate	Superordinate's Role Pressure (SSRT)	Superordinate's Role Preference (RRT)
Rebel Counteractive	N Ingratator Interactive r = .31	H* Rebel Counteractive r = .25	H** Authoritarian Counteractive r = .52	N* Authoritarian Interactive r = .31	H Authoritarian Counteractive r = .03
Rebel Interactive	H** Rebel Interactive r = .43	H** Rebel Interactive r = .39	H** Permissive Interactive r = .31	H* Permissive Interactive r = .25	H* Permissive Interactive r = .26
Critic	H* Critic r = .24	H** Critic r = .40	H** Equalitarian r = .51	N Permissive Counteractive r = .20	N** Permissive Counteractive r = .33
Ingratator Counteractive	H* Ingratator Counteractive r = .23	N* Critic r = .25	H* Permissive Counteractive r = .28	N* Permissive Interactive r = .30	H Permissive Counteractive r = .16
Ingratator Interactive	H* Ingratator Interactive r = .22	H* Ingratator Interactive r = .27	N* Equalitarian r = .27	H Authoritarian Interactive r = .12	H* Authoritarian Interactive r = .25

H = highest correlation as hypothesized by RRM Model; N = not hypothesized
I _ .05 level ** _ .01 level

Table 6: Role Relationships Within Minuteman Dyads
Based upon the Subordinate's Role Pressure (SSRT)
N = 55

Subordinate's Role Pressure (SSRT)	Subordinate's Role Preference	Superordinate's Perception of Subordinate	Perceived Role of Superordinate	Superordinate's Role Pressure	Superordinate's Role Preference
Rebel Counteractive	H* Rebel Counteractive $r = .22$	H* Rebel Counteractive $r = .25$	H** Authoritarian Counteractive $r = .51$	H* Authoritarian Counteractive $r = .26$	H Authoritarian Counteractive $r = .04$
Rebel Interactive	H Rebel Interactive $r = .04$	H Rebel Interactive $r = .18$	H** Permissive Interactive $r = .46$	N* Authoritarian Interactive $r = .27$	N Authoritarian Counteractive $r = .07$
Critic	N** Ingratator Counteractive $r = .49$	N* Ingratator Counteractive $r = .32$	H** Equalitarian $r = .54$	N Permissive Interactive $r = .16$	N Permissive Interactive $r = .20$
Ingratator Counteractive	N* Ingratator Counteractive $r = .25$	H* Ingratator Counteractive $r = .26$	H** Permissive Counteractive $r = .42$	N Equalitarian $r = .18$	N Equalitarian $r = .14$
Ingratator Interactive	H Ingratator Interactive $r = .21$	H Ingratator Interactive $r = .12$	N Authoritarian Interactive $r = .19$	H Equalitarian $r = .07$	H Equalitarian $r = .14$

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized

* .05 level ** .01 level

Table 7: Role Relationships Within Titan Management Dyads
Based upon the Subordinate's Role Preference (RRT)
N = 62

Subordinate's Role Preference (RRT)	Subordinate Role Pressure	Superordinate's Perception of Subordinate	Perceived Role of Superordinate	Superordinate's Role Pressure	Superordinate's Role Preference
Rebel Counteractive	N Rebel Interactive $r = .22$	H Rebel Counteractive $r = .11$	H Authoritarian Counteractive $r = .05$	N Authoritarian Interactive $r = .12$	H Authoritarian Counteractive $r = .15$
Rebel Interactive	N Ingratator Counteractive $r = .12$	H Critic $r = .12$	H** Permissive Interactive $r = .31$	N Authoritarian Interactive $r = .14$	N Equalitarian $r = .12$
Critic	H** Critic $r = .44$	H** Critic $r = .54$	N* Permissive Counteractive $r = .29$	N Permissive Counteractive $r = .10$	H* Equalitarian $r = .21$
Ingratator Counteractive	H* Ingratator Counteractive $r = .28$	H Ingratator Counteractive $r = .15$	N** Equalitarian $r = .49$	N Equalitarian $r = .17$	N Equalitarian $r = .18$
Ingratator Interactive	H* Critic $r = .28$	N Rebel Counteractive $r = .10$	H** Authoritarian Interactive $r = .29$	H** Authoritarian Interactive $r = .32$	H** Authoritarian Interactive $r = .39$

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized

* .05 level ** .01 level

Table 8: Role Relationship Within Minuteman Management Dyads
Based upon the Subordinate's Role Preference (RRT)
N = 55

Subordinate Role Preference	Subordinate Role Pressure	Superordinate Perception of Subordinate	Perceived Role of Superordinate	Superordinate's Role Pressure	Superordinate's Role Preference
Rebel Counteractive	H** Rebel Counteractive r = .31	H* Rebel Counteractive r = .29	H Authoritarian Counteractive r = .20	H** Authoritarian Counteractive r = .47	N* Equalitarian r = .33
Rebel Interactive	H Rebel Interactive r = .16	H Rebel Interactive r = .17	H** Permissive Interactive r = .37	N** Authoritarian Interactive r = .58	H** Permissive Interactive r = .37
Critic	N Ingratiation Counteractive r = .21	H** Critic r = .31	N** Authoritarian Counteractive r = .54	H** Equalitarian r = .37	N** Permissive Counteractive r = .42
Ingratiation Counteractive	H* Ingratiation Counteractive r = .23	N Critic r = .21	N* Authoritarian Counteractive r = .31	H Permissive Counteractive r = .14	H** Permissive Counteractive r = .50
Ingratiation Interactive	H Ingratiation Interactive r = .21	H Rebel Interactive r = .17	H Authoritarian Interactive r = .18	H Authoritarian Interactive r = .06	H Equalitarian r = .14

H = Highest correlation as hypothesized by RRM Model; N = not hypothesized

* .05 level ** .01 level

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RRT

DIRECTIONS

The following questions relate to how you feel people should react in organizations. You are given an opportunity to show the extent of your agreement from agreeing to disagreeing or undecided.

EXAMPLE: Workers should be paid what they are worth.....☒ T ? F.

The T was circled because the respondent agreed with this statement.

If there are any questions, ask them now. If not, open the booklet and begin. Circle the answer with a firm line. The test depends upon carbon scoring.

R R T

1. Employees need strong leadership T ? F
2. I'm angry about my lack of success..... T ? F
3. It's hard not to be nice to a willing worker T ? F
4. I'm a good trouble shooter..... T ? F
5. Bosses take advantage when you don't fight back..... T ? F
6. I like working with easy going people..... T ? F
7. People take advantage of me when I'm nice T ? F
8. I need a lot of facts to make decisions..... T ? F
9. I give my subordinates the opportunities to make the decisions T ? F
10. People should always tell the truth..... T ? F
11. Most bosses want their workers to take power away from them..... T ? F
12. One has to humor unreasonable people..... T ? F
13. I can't stand argumentative employees..... T ? F
14. I distrust people who pretend to like me..... T ? F
15. I like people who like me..... T ? F
16. I enjoy my work..... T ? F
17. I'm aggressive to keep my boss honest..... T ? F
18. Everyone should be kind to each other..... T ? F
19. Rebels have to be shot down..... T ? F
20. My subordinates want to work..... T ? F
21. I hate to hear people complain..... T ? F
22. My opinions are highly respected..... T ? F
23. I'm usually more competent than my boss and deserve his job..... T ? F
24. I have to handle my boss with kid gloves..... T ? F
25. My subordinates agree without thinking..... T ? F
26. I do not get excited by many things..... T ? F
27. Eventually, the workers will take the initiative..... T ? F
28. I can work well alone..... T ? F
29. Bosses take power if the subordinates allow it..... T ? F
30. My bosses have always been nice to me..... T ? F
31. If I give an inch, they take a mile..... T ? F
32. I often correct people who are wrong..... T ? F
33. I usually give in if my people complain enough..... T ? F
34. I don't let people treat me badly..... T ? F
35. If a boss doesn't act, he really expects you to make the decisions.. T ? F
36. One usually has to give in to his boss..... T ? F
37. My subordinates need direct leadership..... T ? F
38. People try to take advantage of me..... T ? F
39. Too much pressure keeps workers from being motivated..... T ? F
40. I am happy with my achievement T ? F
41. One should challenge the boss occasionally..... T ? F
42. My boss supports me, so I support him..... T ? F
43. Employees have to be reminded who is boss..... T ? F
44. I want more respect..... T ? F
45. I usually listen to what the rebel has to say..... T ? F
46. My boss leaves me alone..... T ? F
47. I usually get what I demand..... T ? F
48. I keep a low profile to avoid trouble..... T ? F

49. My subordinates need negative criticism..... T ? F
50. Other people get credit for my ideas..... T ? F
51. I pass decisions downward as much as possible..... T ? F
52. My boss is strong..... T ? F
53. Bosses never give up without a struggle..... T ? F
54. Most people are happy..... T ? F
55. It is necessary for the boss to use the power to keep it..... T ? F
56. I trust most people..... T ? F
57. I want to keep my workers happy..... T ? F
58. One should avoid unpopular co-workers..... T ? F
59. Bosses give in if you keep trying..... T ? F
60. I build up my boss' ego..... T ? F
61. Our unit works best under stress..... T ? F
62. I listen for complaints..... T ? F
63. I try to make the job enjoyable for my subordinates..... T ? F
64. A lot of my time is spent in politicking..... T ? F
65. I speak up when I've been hurt..... T ? F
66. Bosses need love, too..... T ? F
67. I'm continuously in a power struggle T ? F
68. Most people can't help us..... T ? F
69. I expect to be blamed when things go wrong..... T ? F
70. I don't mind making mistakes..... T ? F
71. My negative criticisms are helpful..... T ? F
72. I do what I'm told..... T ? F
73. My workers want me to make the decisions..... T ? F
74. I want to change things..... T ? F
75. I have to encourage nice guys to make their own decisions..... T ? F
76. My boss respects my work..... T ? F
77. Workers must fight for their freedom..... T ? F
78. We try to make things easy for each other..... T ? F
79. It is necessary to fight fire with fire..... T ? F
80. It is healthy to get angry..... T ? F
81. Building strong subordinates requires a lot of giving in..... T ? F
82. I don't socialize much on the job..... T ? F
83. Workers must make decisions for weak bosses..... T ? F
84. I try to keep my boss happy T ? F
85. Most people need to be told what to do..... T ? F
86. I listen when I am in a crowd..... T ? F
87. My workers need to gain confidence..... T ? F
88. My work is challenging..... T ? F
89. Bosses and subordinates both want power..... T ? F
90. My boss and I are careful of each others feelings..... T ? F
91. Rebels don't last long in my unit..... T ? F
92. I try harder than most people..... T ? F
93. I protect the rights of my subordinates to disagree with me..... T ? F
94. Life is too short to waste one's friendships..... T ? F
95. I've been encouraged to be rebellious..... T ? F
96. I say "yes" because that is what my boss wants..... T ? F

SSRT

SUPERORDINATE-SUBORDINATE REACTION TEST

by

Arthur B. Sweeney, Ph. D.
and
Leslie A. Fiechtner, MS.
Wichita State University

DIRECTIONS: Place the name (or initials) of one of your subordinates on the bottom line and then respond to each question with only him in mind. Rank the answers to each question from 1 to 5 depending on which is your most likely reaction (1) or least likely (5), etc.,

EXAMPLE: I like 1 oranges
4 apples
5 bananas
2 peaches
3 pears

In this case, oranges are best liked (1), bananas are least liked (5).

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SSRT -- Superordinate Form

1. When he asks questions, I

- ☐ give him detailed answers
- ☐ question myself
- ☐ wonder what he wants
- ☐ suspect he's trying to trick
- ☐ congratulate him for his thinking

2. When he makes a suggestion,

- ☐ I often accept it
- ☐ he shows his ignorance
- ☐ he contributes to the solution
- ☐ I show him his mistakes
- ☐ I encourage him

3. When things go wrong in his area, I

- ☐ make him feel better
- ☐ feel I've failed
- ☐ give him more detailed instruction
- ☐ ask for his advice
- ☐ expect an explanation

4. When he is confused, he

- ☐ apologizes
- ☐ blames me
- ☐ denies it
- ☐ admits it
- ☐ wants detailed instruction

5. He needs me to

- ☐ direct me
- ☐ like him
- ☐ hear him
- ☐ stop him
- ☐ appease him

6. He looks upon me as

- ☐ an encourager
- ☐ needing his help
- ☐ an enemy
- ☐ a protector
- ☐ a co-worker

7. I have to

- ☐ please him
- ☐ argue with him
- ☐ advise him
- ☐ boss him
- ☐ not let him work too hard

8. Most of my time with him is spent

- ☐ getting the job done
- ☐ repeating instructions
- ☐ listening to complaints
- ☐ encouraging him
- ☐ teaching him humility

9. Our relationship is

- ☐ stormy
- ☐ productive
- ☐ demanding
- ☐ friendly
- ☐ formal

10. I get best results when I

- ☐ give him what he wants
- ☐ give him orders
- ☐ give him enough power
- ☐ reassure him
- ☐ call his bluff

11. I want him to be more

- ☐ assertive
- ☐ efficient
- ☐ the way he is
- ☐ satisfied
- ☐ more obedient

12. I

- ☐ give him directions
- ☐ aim to impress him
- ☐ praise him
- ☐ work with him
- ☐ fight with him

SSRT

SUPERORDINATE-SUBORDINATE REACTION TEST

by

Arthur B. Sweney, Ph. D.

and

Leslie A. Fiechtner, MS.

Wichita State University

DIRECTIONS: Think of your present boss and respond to these questions concerning how you react to him. Rank the answers on a 1 to 5 scale giving a 1 to the most likely reaction, and a 5 to the least likely.

EXAMPLE: I like 1 oranges
4 apples
5 bananas
2 peaches
3 pears

In this case, oranges are best liked (1), bananas are least liked (5).

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SSRT --SUBORDINATE FORM

1. I give my boss
 - ☐ power
 - ☐ friendship
 - ☐ arguments
 - ☐ advice
 - ☐ respect
2. When he is unreasonable, I
 - ☐ overlook it
 - ☐ tell him so
 - ☐ expect it
 - ☐ cheer him up
 - ☐ am surprised
3. When he brings me a problem,
 - ☐ I act dumb
 - ☐ I give him answers
 - ☐ I reassure him
 - ☐ I cooperate
 - ☐ I share my thoughts
4. I tend to
 - ☐ obey him
 - ☐ encourage him
 - ☐ correct him
 - ☐ aid him
 - ☐ direct him
5. I'm most effective with him, when
 - ☐ I'm forceful
 - ☐ I'm argumentative
 - ☐ I'm objective
 - ☐ I'm busy
 - ☐ I'm agreeable
6. My best defense with him is
 - ☐ to make my demands first
 - ☐ to agree
 - ☐ to be friendly
 - ☐ give him the facts
 - ☐ to act angry
7. He wants me to
 - ☐ make decisions for him
 - ☐ succeed
 - ☐ ask for directions
 - ☐ shut up
 - ☐ praise him
8. I feel
 - ☐ productive
 - ☐ happy
 - ☐ powerful
 - ☐ dominated
 - ☐ unsuccessful
9. With him success comes through
 - ☐ appreciating him
 - ☐ following orders
 - ☐ working hard
 - ☐ doing his job
 - ☐ disagreeing
10. When he is angry at me,
 - ☐ I hear him out
 - ☐ ignore him
 - ☐ I get angry back
 - ☐ I work harder
 - ☐ I apologize
11. If I want something from him,
 - ☐ ask for it directly
 - ☐ I ask for it humbly
 - ☐ I argue for it
 - ☐ I make it his idea
 - ☐ I work for it.
12. My job is to
 - ☐ follow the boss's directions
 - ☐ do what needs to be done
 - ☐ do it how I wish
 - ☐ make the boss feel good
 - ☐ correct the boss when he's wrong
13. In the long run, I
 - ☐ accept him
 - ☐ defend him
 - ☐ comfort him
 - ☐ advise him
 - ☐ correct him
14. If I handle him right, he will
 - ☐ give me authority
 - ☐ back down from an argument
 - ☐ be friendly
 - ☐ help me succeed
 - ☐ do my work for me
15. When he's happy, I wonder
 - ☐ if I should be happy, too
 - ☐ who he's planning to get
 - ☐ how to do it again
 - ☐ how long it will last
 - ☐ if he's happy with me
16. I'm a
 - ☐ rebel
 - ☐ hard worker
 - ☐ "yes man"
 - ☐ the real boss
 - ☐ a pal

SUBORDINATE MOTIVATION RATING

Rank the following answers from 1 to 5 according to the degree to which they describe the subordinate which you are rating. "1" is most like the subordinate, "5" is least like him. Assign numbers 2, 3, and 4 to the remaining responses.

- | | |
|---|--|
| <p>1. He treats me with</p> <ul style="list-style-type: none"> <input type="checkbox"/> awe <input type="checkbox"/> respect <input type="checkbox"/> contempt <input type="checkbox"/> friendliness <input type="checkbox"/> indulgence <p>2. When criticized, he</p> <ul style="list-style-type: none"> <input type="checkbox"/> apologizes <input type="checkbox"/> denies it <input type="checkbox"/> feels guilty <input type="checkbox"/> corrects himself <input type="checkbox"/> makes me feel guilty <p>3. He wants</p> <ul style="list-style-type: none"> <input type="checkbox"/> to get my help <input type="checkbox"/> to support me <input type="checkbox"/> to advise me <input type="checkbox"/> to give in <input type="checkbox"/> to make me change <p>4. He wants</p> <ul style="list-style-type: none"> <input type="checkbox"/> power <input type="checkbox"/> conflict <input type="checkbox"/> direction <input type="checkbox"/> harmony <input type="checkbox"/> results <p>5. He interprets my orders to be</p> <ul style="list-style-type: none"> <input type="checkbox"/> stupid <input type="checkbox"/> necessary <input type="checkbox"/> friendly <input type="checkbox"/> too limiting <input type="checkbox"/> objective <p>6. He wants</p> <ul style="list-style-type: none"> <input type="checkbox"/> me to feel good <input type="checkbox"/> work to do <input type="checkbox"/> simple directions <input type="checkbox"/> special privileges <input type="checkbox"/> to fight me <p>7. He is</p> <ul style="list-style-type: none"> <input type="checkbox"/> dependent <input type="checkbox"/> hostile <input type="checkbox"/> efficient <input type="checkbox"/> friendly <input type="checkbox"/> lazy | <p>8. I feel he needs to be</p> <ul style="list-style-type: none"> <input type="checkbox"/> guided <input type="checkbox"/> praised <input type="checkbox"/> controlled <input type="checkbox"/> challenged <input type="checkbox"/> pampered <p>9. He</p> <ul style="list-style-type: none"> <input type="checkbox"/> is afraid unless told what to do <input type="checkbox"/> works without being told <input type="checkbox"/> won't do what he is told <input type="checkbox"/> wants to tell me <input type="checkbox"/> asks to be told <p>10. He wants to be</p> <ul style="list-style-type: none"> <input type="checkbox"/> less strong <input type="checkbox"/> open <input type="checkbox"/> easy <input type="checkbox"/> demanding <input type="checkbox"/> happy <p>11. He seems to want</p> <ul style="list-style-type: none"> <input type="checkbox"/> change <input type="checkbox"/> blame <input type="checkbox"/> approval <input type="checkbox"/> opportunity <input type="checkbox"/> trouble <p>12. He is</p> <ul style="list-style-type: none"> <input type="checkbox"/> a "yes-man" <input type="checkbox"/> a competent worker <input type="checkbox"/> a friendly companion <input type="checkbox"/> competitive <input type="checkbox"/> argumentative <p>13. He thinks I'm</p> <ul style="list-style-type: none"> <input type="checkbox"/> wrong <input type="checkbox"/> an expert <input type="checkbox"/> uninformed <input type="checkbox"/> fair <input type="checkbox"/> friendly <p>14. He works</p> <ul style="list-style-type: none"> <input type="checkbox"/> hard when asked <input type="checkbox"/> hardly ever <input type="checkbox"/> only when he wants <input type="checkbox"/> harder than I do <input type="checkbox"/> to please me <p>15. He appears to want</p> <ul style="list-style-type: none"> <input type="checkbox"/> something different <input type="checkbox"/> something simple <input type="checkbox"/> recognition <input type="checkbox"/> a chance <input type="checkbox"/> an argument |
|---|--|

SUPERVISOR'S PURPOSE RATING

Rank the following answers from 1 to 5 according to the degree to which they describe the superordinate which you are rating. "1" is most like the superordinate, "5" is least like him. Assign the number 2, 3, and 4 to the other responses.

1. My boss wants

- ☐ to direct
- ☐ to be fair
- ☐ to be told what to do
- ☐ to change us
- ☐ to be nice

2. His purpose is to

- ☐ avoid responsibility
- ☐ generate conflict
- ☐ accomplish a lot
- ☐ give orders
- ☐ keep us happy

3. He wants his men to

- ☐ ask his advice
- ☐ love him
- ☐ respect him
- ☐ fear him
- ☐ enjoy themselves

4. When his men complain, he

- ☐ gets defensive
- ☐ gives in
- ☐ shows he's hurt
- ☐ makes more rules
- ☐ discusses it with them

5. He is trying to

- ☐ dominate me
- ☐ direct me
- ☐ buy me
- ☐ motivate me
- ☐ make things easy for me

6. He seldom

- ☐ decides
- ☐ compliments
- ☐ trusts
- ☐ directs
- ☐ shows emotion

7. He seems to want

- ☐ power
- ☐ comfort
- ☐ achievement
- ☐ control
- ☐ appreciation

8. My boss is

- ☐ a dictator
- ☐ a compromiser
- ☐ a nice guy
- ☐ a task master
- ☐ a just man

9. I like my boss when he

- ☐ respects me
- ☐ stops fighting with me
- ☐ stops giving me orders
- ☐ listens to me
- ☐ makes decisions

10. His greatest virtue is his

- ☐ kindness
- ☐ fairness
- ☐ strength
- ☐ directness
- ☐ willingness to listen

11. He assumes his men

- ☐ are capable
- ☐ need love
- ☐ want his job
- ☐ need policing
- ☐ need favors

12. He expects his men to

- ☐ do too little
- ☐ do his job
- ☐ do their job
- ☐ depend on him
- ☐ behave stupidly

13. His worst fault is

- ☐ giving in to pressure
- ☐ fault finding
- ☐ talking down to us
- ☐ doing too much
- ☐ being too nice

14. He wants

- ☐ power
- ☐ obedience
- ☐ results
- ☐ freedom
- ☐ happiness

15. He thinks we

- ☐ need power
- ☐ need direction
- ☐ need to be controlled
- ☐ need challenge
- ☐ need friendship

16. When in trouble, he

- ☐ spends time thinking
- ☐ gets angry
- ☐ falls back on regulations
- ☐ asks what to do
- ☐ worries about his men

17. When you make suggestions,

- ☐ he says he likes them
- ☐ he puts you off
- ☐ he improves on them
- ☐ he accepts them without questioning
- ☐ he makes you feel dumb

18. He wants his men to

- ☐ be successful
- ☐ be happy
- ☐ make him successful
- ☐ stop arguing
- ☐ make their own decisions

19. When you make mistakes, he

- ☐ ignores it
- ☐ punishes you
- ☐ cheers you up
- ☐ learns from them
- ☐ supervises more closely.

The End

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) <p>A model is presented to succeed the Response to Power Model. It posits the existence of two distinctly different components for each of the four manipulative roles; authoritarianism, permissiveness, rebelliousness, and ingratiation. The interactive component results from direct positive reinforcement of existing behavior, representing an effort to effect harmony. The counteractive components result</p>		

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from conflicts in needs and are directed toward efforts to force a change in the partner's behavior.

The similarity in overt behaviors and differences in purpose of these two components has done much to confuse the leadership field. This model reconciles the paradox of the opposing viewpoints of behavior modification and humanism. This shows how both dynamics are operating simultaneously.

Research results are reported to support the hypotheses presented by the model. Directly induced role changes in the other dyad member are still only minimal. There is very strong confirmation, however, for the actor's acquisition roles which are related to his perception of the target person. In all areas, these fit the hypotheses posed by the model.